Organizational Development, Change, Leadership, Culture, and Job Satisfaction

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Introduction

Organizational development is a versatile field that contributes to organizational psychology, industrial psychology, business, human resources, communication and many other fields. With so many roots in diverse intellectual fields, defining organizational development always remains a problem for researchers. Researchers have given many meanings to organizational development, but the most persistent meaning that is given to organizational development is “it is an effort that is always planned and is made organization-wide, which is being managed by the top management to increase the effectiveness of the organization by making effective plans and by the use of behavioral science knowledge” (Bolman, 2017).

How organizational development affects the change management in an organization and also how it affects the leadership in an organization is an important question. To answer this question, first, we have to understand the concept of organizational change or organizational development. When we talk about change, we will come to know that it is defined as “new things that are a bit or completely different from other things” (Deshpande, 1989). With this definition of change, it is very difficult for us to properly define what is organizational change or organizational development. The term organizational development itself explains what we are talking about. This term obviously tells us that we are talking about the different activities that are taking place with the passage of time within an organization, but this term did not tell us what kind of activities are taking place and what changes are coming in the organization (Alvesson, 2012).

Description

Organizational development helps a company to improve its performance, and it also helps the employees to bring improvement in their individual performance. Every organization is considered to be a systematic process that is composed of different parts. Organizational development is meant to be a process that is composed of different methodologies of organizational designing, coaching, diversity, and leadership development and also helps in how maintaining a balance between daily routine life and work life (Cummings, 2009).

As times change, we are entering a new era, due to which there is a need to develop personal qualities, the ability to manage, artificial intelligence, emotional intelligence, the ability to set goals and to follow the goals to achieve what you desire. Achieving these qualities will help an individual to make his business more profitable and to compete in the market as well, and it will also help the organizations to achieve their long-term goals.

Organizational development is a process of multiple stages through which all the organizations go through the development process. For easier understanding, it can be said that OD is a process through which organizations evolve and undergo the change process (Bolden, 2016). This theory is based on the assumption that just like human beings, organizations also have different cycles of development, different stages of evolution, and different problems that they face at different times, for which they have to come up with different ideas so that they can overcome those problems and crises.

Organizational development requires some efforts that are essential for the improvement of an organization (Brown, 2011). These improvements can be in various forms, like systematic diagnosis of human, financial or technical resources either in any separate unit or in the entire organization. When we talk about organizational development, it involves the culture and structure of the organization as well as the analysis of all the strategies that are required for the growth of the organization. OD also analyzes various informal and formal parts within an organization (McLean, 2005). Formal parts that come under analysis are human resources, policy, compensation, structure and objectives (McLean, 2005). Informal parts of the organization that come under analysis through organizational development are social analysis, values and attitudes (McLean, 2005). Organizational development not only focuses on the development of an individual but on the development of the entire organization. Organizational development is designed in such a way that it will help the organization achieve its goals, which will ultimately help the people to be satisfied with their performance in the organization.

How Does Organizational Development Help In Managing Change?

To become more productive and effective and for the satisfaction of the members of the organization, organizations need to change their policies. It is not a surprise for today's organizations that to prosper in this fast-moving world, organizational development has become an essential and pivotal part of organizational life. In this fast-moving world, change has become necessary as with the change in the technological world, customers want updated things, and they increase their demand, whereas, with the rapid change in the tech world, investors are demanding more and more return on their investment (Gorli, 2015). Due to this, there is a need for organizations to develop new strategies, technologies, economic structures, processes and organizational structures.

With the change in all the aforementioned organizational level fields, there is also a need for all the

individuals working in the organization to bring change within themselves. The employees are required to learn new skills and to keep themselves updated with the change in time so that they can be easily adjusted in their own organization if there is any job rotation or in other organizations if there is an opportunity to pursue a career in any other organization with the better and relevant job (Todnem, 2005). Learning new skills and keeping oneself updated with the latest technologies will help the employees to flexibly and quickly adapt to the changes that are being directed by the management of the organization.

When we talk about organizational culture, it is directly associated with values and beliefs that are part of an organization since the existence of the organization. It is also associated with the attitudes and beliefs of the current employees who are working in the organization. Most of the time, the top management of an organization adjusts their leadership style as per the goals of the organization so that they can achieve what they are working on (Schein, 1990). This change in the leadership style for the accomplishment of the organizational goals can directly influence the behavior of the employees either positively or negatively.

Relationship Between Leadership Behavior And Organizational Culture

We all know the fact that culture is a thing that is socially learned by everyone and is transmitted through one another and defines a proper set of rules and regulations for the members to behave in a certain manner within the organization. The basic principles of an organization start with the leadership of the organization, which then, with the passage of time, evolves as a leadership style (Tsai, 2011). Employees or the workers will follow the leadership style and the core values of the organization, which will become in line with the passage of time (Tsai, 2011). When the leadership behavior aligns with the core values and beliefs of the organization, a strong organizational culture will emerge. This will ultimately help the employees to work in a consistent manner and will reduce the conflicts between the employees and the leadership.

Relationship Between Job Satisfaction And Leadership Behavior

Employees who think that their managers are caring and supportive are more prone to job satisfaction. A manager who is supportive, who thinks that there should be a balance of power, who provides equal opportunity to all the employees and who shares with them their values and beliefs is ultimately helping the employees to reduce the conflicts between them, and if there are no internal conflicts then the employee will feel satisfaction at the job (Noe, 2003). Thus, we can say that leadership style positively impacts job satisfaction.

Relationship Between Job Satisfaction And Organizational Culture

The culture of an organization is the social glue that holds the organization together. If an organization has a strong culture, then it will create a system that tells the employees how they have to behave while working in the organization. A strong culture in the organization will create certain rules and regulations that will help the employees achieve their goals (Noe, 2003). If the employees start getting recognition for the work they are doing, they will feel that the organization owns them and it will create a sense of job satisfaction. If the culture of the organization is not strong, then there is a need for change and development in the system of the organization because, without this, job satisfaction cannot be achieved.

Conclusion

Organizational development positively contributes to effective leadership in an organization. It also helps to bring change to the organization. The world we are living in is developing so rapidly that if we do not change ourselves and do not bring change in our organization as per the speed with which the world is progressing, we will be left behind in the world. Culture plays a vital role in every organization and also positively correlates with leadership behavior and job satisfaction. A strong culture in the organization is necessary to achieve many of the organizational objectives.

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